

Leadership Communication & Behavior Styles

Note: Send the Style Assessment to participants for completion before the session begins

What's My Style? (15 minutes)

Have participants use their completed 2-page handout and Handout #1 to count and record their highest and secondary styles.

Count the number of times you circled each letter and record the highest and second highest letters.

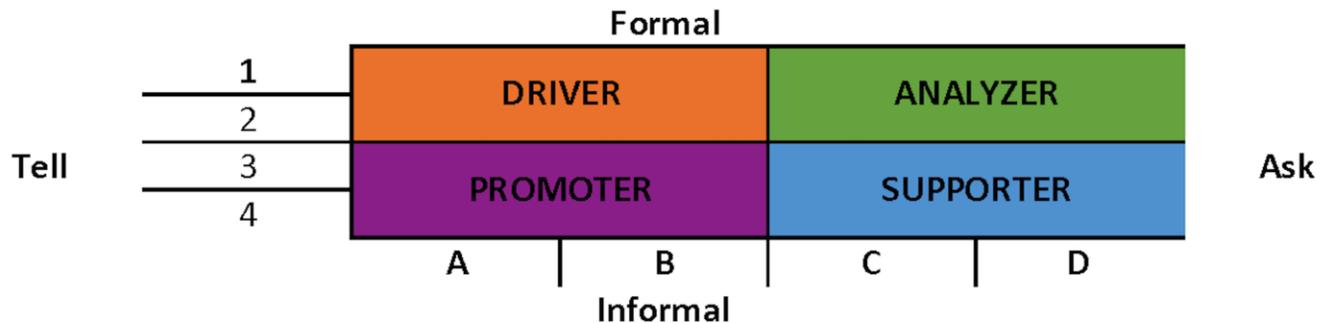
Highest: A _____ B _____ C _____ D _____ Second highest: A _____ B _____ C _____ D _____

Count the number of times you circled each number and record the highest and second highest numbers.

Highest: 1 _____ 2 _____ 3 _____ 4 _____ Second highest: 1 _____ 2 _____ 3 _____ 4 _____

Find the intersection of the highest Letter/Number on the grid above. This is your Primary Style. _____

Find the intersection of the second highest Letter/Number on the grid above. This is your Secondary Style. _____



Foundation

1. Communication and Leadership

Communication can be broken down into styles — and just like everyone has a different personal style in terms of dress, hair, etc., we also have different styles of communication and behavior that surface in our relationships; especially for those in leadership positions.

Each communication and behavior style plays out in different ways. What can be effective communication with one person, can alienate another. Knowing and understanding how these communication styles operate is essential for successful leadership.

2. The Two Continuums

Tell/Ask Continuum (Left to Right)

Tell – The “Tell” Continuum works well for providing the “big picture” in an honest or straightforward manner and for tasks that are to be performed in the “right” way, over and over. It is also helpful when a consistent and predictable outcome is desired when producing products or services or in a crisis/emergency situation.

Ask – The “Ask” Continuum works well when there are multiple paths to a good result and there isn’t just one “right” way and when organization or process is important. It is also helpful when breaking new ground, factual information is needed, defusing conflict situations, or there is a need to allow others to discover for themselves what should be done.

Formal/Informal Continuum (Top to Bottom)

Formal – The “Formal” Continuum works well when behavior and/or communication is highly structured, is governed by strict rules for ways to address subjects or topics, or when there are topics which can and cannot be discussed. It is also helpful when the situation requires language that lacks emotion and moves directly to results and there needs to be no uncertainty about what is being communicated or the importance of the communication.

Informal – The “Informal” Continuum works well when behavior and/or communication is less reserved and freer or interpersonal skill is essential. It is also helpful when there is a need to make decisions that take into consideration the human element, there is a need to build trust, or the situation is loosely structured.

Interaction With Other Styles

- a. Analyzer and Supporter styles share the “Ask” dimension, have conflict about what should be priority, and agree on the pace of decision making.
- b. Driver and Promoter styles share the “Tell” dimension, have conflict about what should be priority, and agree on the pace of decision making.
- c. Analyzer and Driver styles share the “Formal” dimension, have conflict about the pace of decision making, and agree on what should be priority.
- d. Supporter and Promoter styles share the “Informal” dimension, have conflict about the pace of decision making, and agree on what should be priority.
- e. Styles opposite each other share no dimensions, conflict on priorities and pace, and have no source of agreement regarding priorities and pace.

Find out the style of each person and have all participants record them.

| Primary (highest score) | Secondary (next highest score) |
|-------------------------|--------------------------------|
| Driver | Driver |
| Promoter | Promoter |
| Supporter | Supporter |
| Analyzer | Analyzer |

3. My Style and Work (10 minutes)

Discuss the value added by each style and the value each style takes away. Discuss implications for the workplace.

| <i>Value Added</i> | Driver | Promoter | Supporter | Analyzer |
|--|---|---|--|--|
| Value to the Organization: | Organizer, Delegates, Task accomplisher, Produces results, Self motivated, Hard working, Progressive, Decisive, Disciplined, Timely | Conceptualizes, Competitive, Loves a challenge, Fun to be around, Generates high energy, Initiates relationships, Motivates others to take action | Shares information, Builds consensus, Dependable and loyal, Good at reconciling factions, Very calming, Builds bridges | Thinks of all angles, Identifies loopholes, Evaluates, Maintains standards, Defines, Clarifies, Gathers information, Critiques and tests |
| <i>Value Take Away</i> | Driver | Promoter | Supporter | Analyzer |
| When Strengths are taken to the Extreme: | Can be Stubborn, Insensitive to others, Arrogant, and Domineering. Manipulative, Impatient, Impulsive when taking big risks | Often Leaves things incomplete, Disorganized, Avoids or misses details, Dreamer, Unrealistic, Superficial, Impatient, Manipulative | Can be Self-effacing, Needs approval, Covertly manipulative, Sacrifices honesty for harmony, Resentful, Ignores own needs to help others | Often is Indecisive, Critical, Negative towards new ideas, Buries emotions, Picky, Dislikes change, Overly serious |

4. My Style and Others (15 minutes) – Handout #2: *Styles at a Glance*

Review the “Styles-at-a-Glance” page and discuss the implications of an organization where everyone had the same style.

Poll Everywhere Questions (or other polling methods that allow anonymous response)

What would an organization with all Drivers be like?

What would an organization with all Promoters be like?

What would an organization with all Supporters be like?

What would an organization with all Analyzers be like?

5. What we Need (25 minutes)

Divide the participants into styles (have all analyzers together, all drivers, etc.) and

have them develop a question for each of the remaining three styles. (*For virtual class session, separate participants into meeting rooms for 3-5-minutes.*) Their question should be something they would like to know about how the other groups communicate. After all groups have finished developing their questions, have each group ask their questions of the others and allow time for response and discussion (this activity should take about 20 minutes 3-5 minutes to write questions and 5 minutes for each style to ask and listen to the others.)

If the group is small and there aren't enough different styles, use PollEverywhere to have participants submit questions, then discuss as a group.

6. Communicating Better (10 minutes) – Handout #3: *Style Summary and Discussion (open)*

Review the Summary, Styles and Discussion Handout pages and identify ways each style can communicate better and adapt their behavior with others. Have the respective styles verify the statements.

Conclusion (5 minutes)

What is one thing you will apply that increases your value added or decreases your value take away?